

BMMP Business Management Modernization Program

Building Stakeholder & Domain Relationships The Key to Transformation Success

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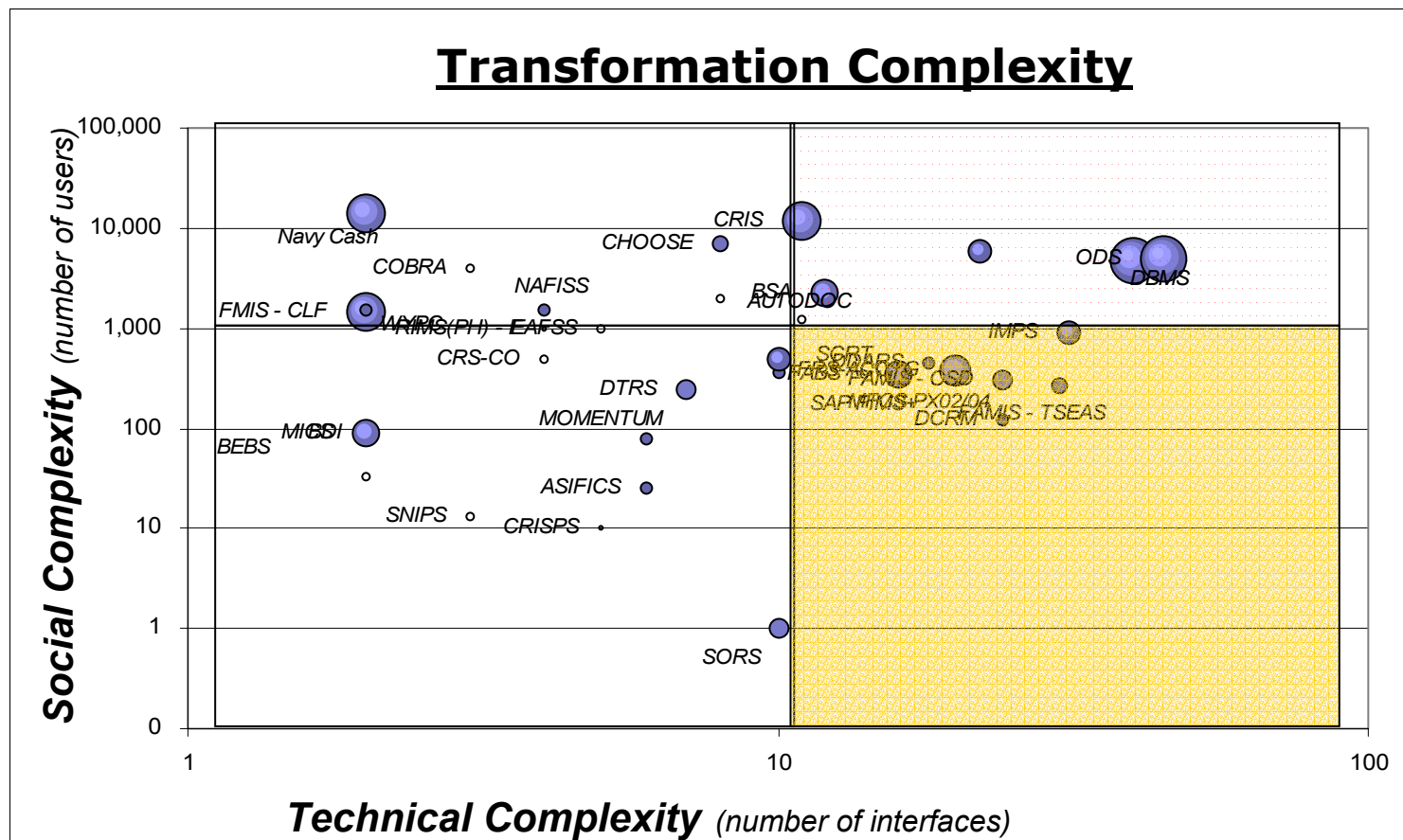
November 30, 2004

**Arming the Warfighter
Through Business Improvement**
www.dod.mil/comptroller/bmmp



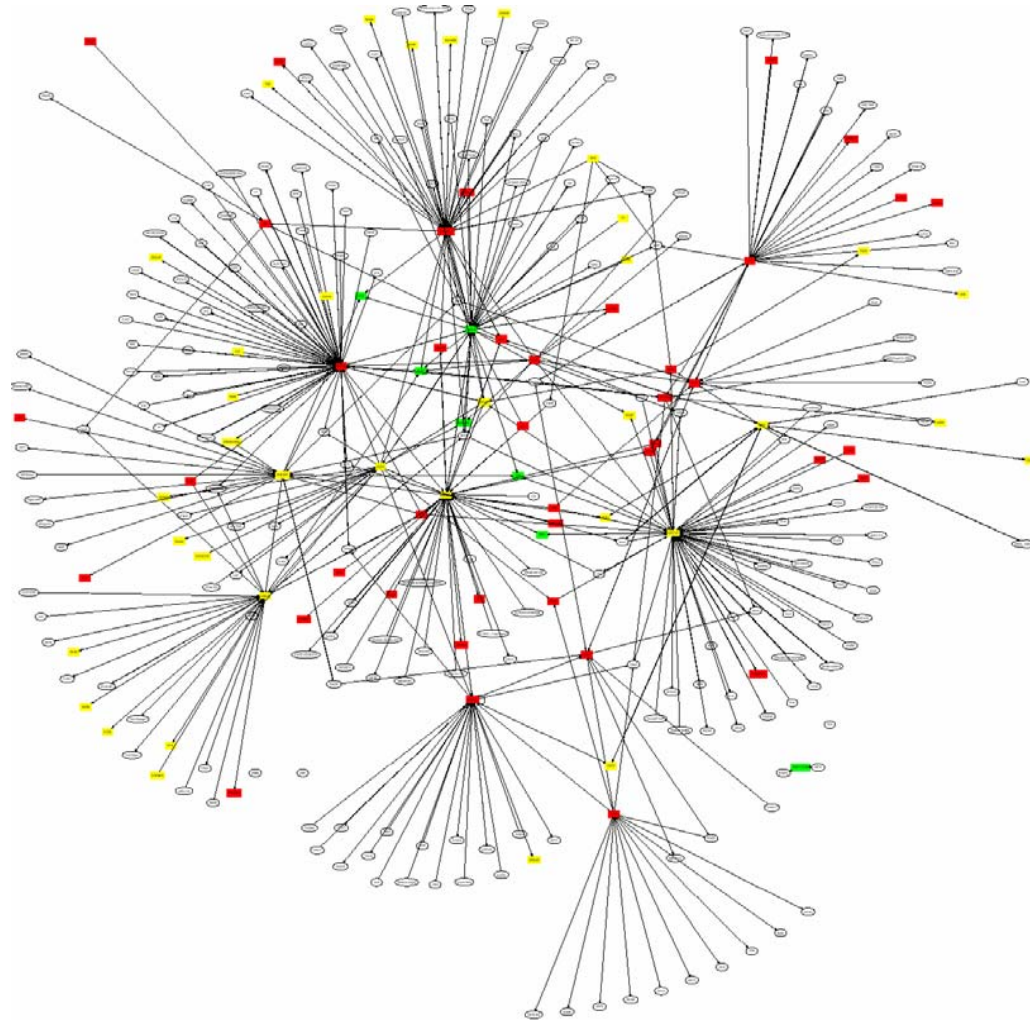


Social and Technical Complexity





Stakeholder Touch Points





Key Transformation Challenges

➤ **Manage Transformation Complexity**

- Number of stakeholders (500+ contacts)
- Breadth of social complexity (1400 – 2000 touch points)
- Scope of information requirements (500+ data elements)

➤ **Engage Key Stakeholders**

- Compelling Domain vision and implementation approach
- Quality and quantity of stakeholder relationships
- Understanding stakeholder issues
- Meaningful communication

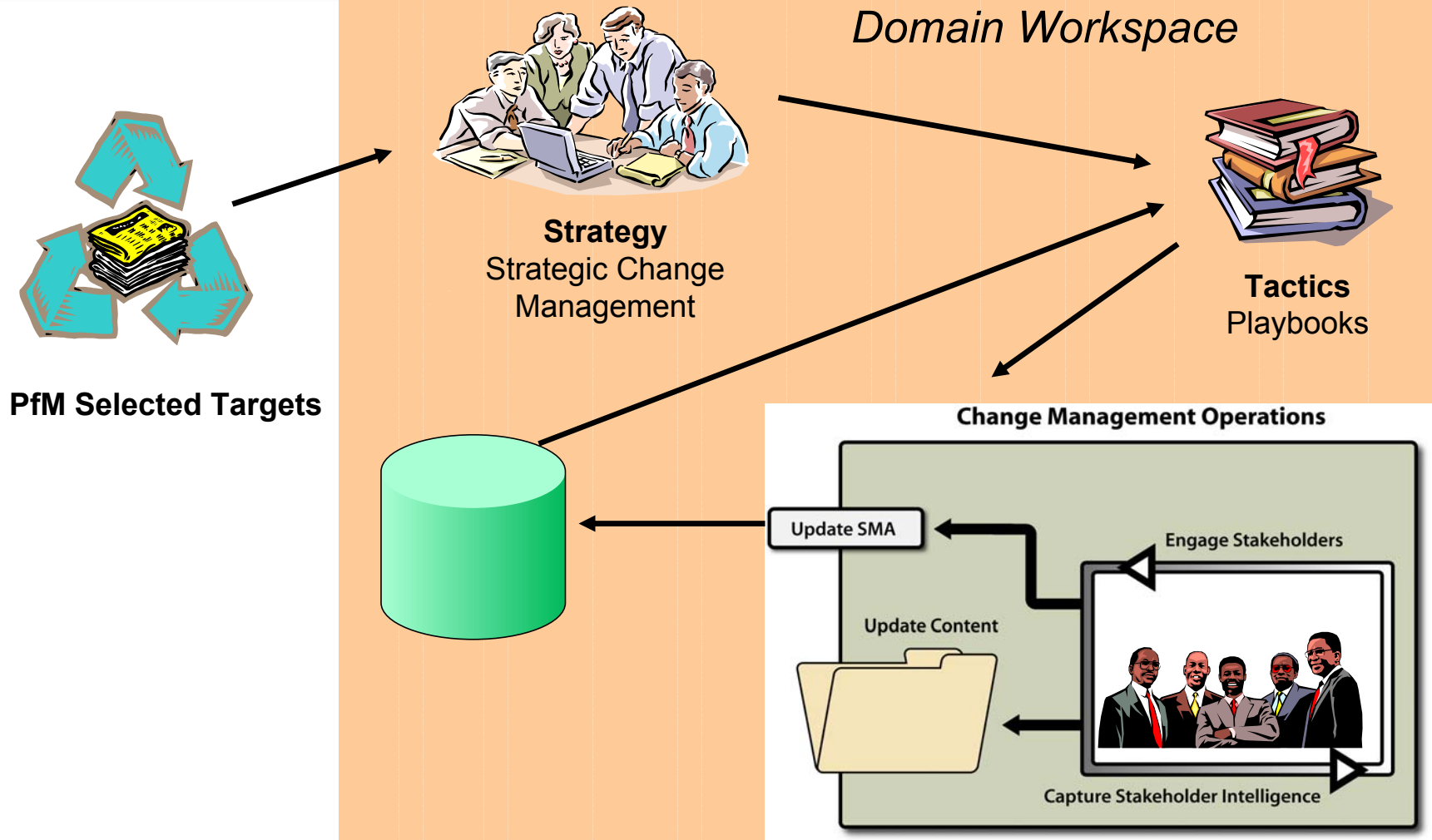


What is Stakeholder Management?

- **Stakeholder management is the Domain's approach to stakeholder interaction that uses contact data and information technology to increase the value and lower the risk of transformation initiatives.**
 - **Increases Domain effectiveness by reaching and engaging those stakeholders who can have a decisive impact upon jointly held transformation milestones and policy changes**
 - **Improves stakeholder satisfaction by providing a systematic approach to understanding and resolving stakeholder concerns**
 - **Enhances communication by providing a centrally managed approach to information sharing, issues vetting, and issue resolution**
 - **Drives accountability throughout the Domain by tracking stakeholder engagement efforts and stakeholder satisfaction**



Stakeholder Management CONOPS





Sample System Playbook

Stakeholder Category	Description	Purpose
Component	Components responsible for the development and operations of	To coordinate and monitor the implementation of business transformation
Domains		
BMSI Organization		
Governance Activities		
Oversight Bodies		

DEAMS Summary

Primary Component: Air Force, Transcom
System Capabilities: General Ledger, Vendor Pay, Billing, AR
Change Type:
Acquisition Type:
Partner Domains:
POM FY05 Funding:
Estimated Touch Points:
COTS Solution:
Current Status:
Current Issues:

Organizational Profile

Executive Steering Committee Group Members:
 SAF/FMP
 ASA/FM&C
 ASN/FMO
 USTRANSCOM TCCs (AMC/MSD/SDDC)
 DFAS
 USAF/ESC
 USTRANSCOM CIO TCJ-6

Executive Sponsor
 Mr. Dave Smith
 OSD Accting and Finance Domain

ASD(NII)
 Milestone Decision Authority

PEO/CCS
 General Johnson
 USAF/ESC

Co-chair Exec Steering Group
 Mr. Art Coleman
 USTRANSCOM TCJ-8

OASD (NII)
 IIPT

[Blue Box] = Government
 [Green Box] = Government & Contractor Teams

Key Issues

- **Cross-Domain coordination on capabilities**
- **PA&E requested additional viable AoA alternatives**
- **IIPT recommended alternative deployment schedule**

Functional Team #1 - 6

System Training

System Testing



Domain Playbook List (Draft)

- **Core system acquisitions (DEAMS & GFEBS)**
- **Core systems (23)**
- **Legacy systems (200+)**
- **Transformation initiatives**
 - **Standard Financial Information Structure (SFIS)**
 - **United States Standard General Ledger (USSGL)**
 - **Cost accounting methodology**
- **Cross-Domain integration**



Why Transformation Succeeds

- Transformation initiatives are launched with a clear strategy
- The strategy is not based on someone else's success
- *Transformation is managed with considerable stakeholder input*
- Transformation is not considered just a set of IT projects
- Transformation is launched with defined metrics and objectives

* Based on YESCOMM CRM presentation